# NIEM Town Hall Recap

On Thursday, February 18, the National Information Exchange Model (NIEM)) program hosted a town hall in Washington, DC. The event challenged the NIEM Program Management Office (PMO) to bring together 100 fresh voices—including federal and state government executives, program managers, architects, and implementers, as well as industry representatives—to discuss the challenges and future priorities of the NIEM program. Mr. Alexander Falk, President, CEO, and Cofounder of Altova Inc., kicked off the event with a keynote address. He covered topics such as the Extensible Markup Language (XML) Schema 1.1 release and adoption. In addition, he provided information on the outlook of semantic technologies and Altova's support capabilities.

Following Mr. Falk, the attendees were divided into seven groups. A set of group facilitators led each group through several questions related to NIEM. Topics included Engaging NIEM, The Focus and Reach of NIEM, Barriers to Adoption, Performance Measures, Technology, and NIEM and Industry. The exercise allowed attendees to engage and network with other stakeholders while producing more than 550 ideas for consideration into the development of NIEM's 2011–2013 strategic plan. The event concluded with an hour-long town hall Q&A forum during which participants asked questions of program executives, including Ms. Donna Roy, Executive Director, and Mr. Justin Murphy, Deputy Executive Director.

Voices of NIEM

Feedback following the event was that the town hall was a good start to the year. But many were wondering how we planned to follow up. It took a good week to get through all of the ideas that were generated—553 is no small number! But we have heard you. We have found a few consistent themes, some of which we already plan to implement. Some will require a little more thought. Be sure to look for more updates from the NIEM PMO as we continue to put additional action plans in place. Please keep the conversation open.
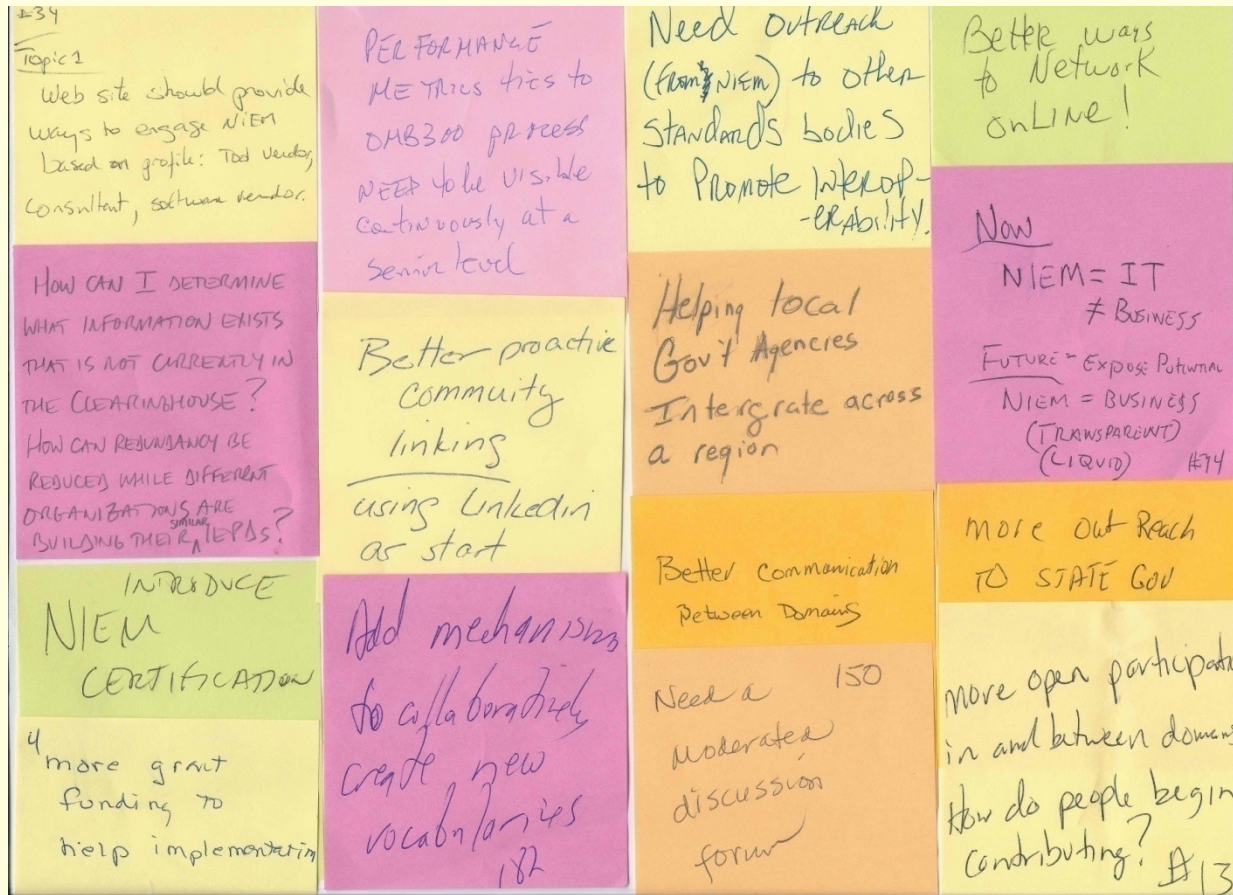
We are on Twitter (**@NIEMExecDir @NIEMTekArch @NIEMBizArch @RockinNIEM),** and we have a LinkedIn group for NIEM with more than 1,200 members!. In addition, you can always contact us directly via e-mail at NIEMPMO@niem.gov. Please keep the conversation going!

Topic Questions:

1. Are you able to engage NIEM in the ways you would most like? Why or why not?

2. What do you or your organizations believe are the existing mechanisms for engaging NIEM?

3. Are those mechanisms effective? Why or why not?

4. What are the ways that NIEM can better engage with you, your organization, or the organizations with which you work?

Better ways to network online	Publish annual calendar of NIEM events	Training and information
More awareness of relevance IEPDs	Provide all attendees' names and contact information for other attendees	Meet with IACP nonprofit tech committees to talk about releases and how to become compliant
Not everyone has a use for NIEM yet, difficult to engage everyone	Defined governance structure that is publicized and followed	More grant funding to help implementation

Stronger adoption program for local levels to move forward with their legacy software	Start with case studies which were highlighted through our innovations forums	OMB mandate reason to engage with NIEM is not really clear to program managers
Publicize SIGs/user groups	There are so many committees whose influence seems to overlap. How do we know which ones to approach for certain domains? Consider a directory or hierarchy	Add mechanisms to collaboratively create new vocabularies
Training conference, direct participation as member of NTAC and giving presentations, working on NIEM projects with customers	Effective mechanism LinkedIn	Add a URI repository for common objects, organizations, etc.
More training/NIEM news on a regular basis	Implement RSS feeds	IEPD clearinghouse start there—first search, then either modify or create new.
Need to build awareness of the NIEM engagement process. We are still building awareness in people/organizations; need a roadmap	More outreach to practitioners	Not quite as a vendor, many of our customers, especially state and local, do not understand what NIEM is or the benefits of NIEM, and we have to educate them.

Too many ways to engage (Twitter, LinkedIn, help desk, Web site, etc.) make it difficult to keep up with inputs. NO TIME. Need to funnel all through single conduit.	The newer types of NIEM's events are relatively healthy and helpful.	Access to information on Web site is excellent—provides a good source for information
More executive=level sponsorship/White House OMB DOD	Direct contact can be challenged. Go to Web site, call a number?	I think so—but a roadmap would be very helpful (3)
Creation of a certification process (Standardized)	NIEM PMO contact IJIS IPSTC committee ideas to promote NIEM RMS vendors	Based on questions asked today, make sure you have a FAQ on the Web for "Why should you engage with NIEM?"
The training is available online and in classroom/clearinghouse accessible/navigator tools easy to use.	NIEM PMO needs to have a collaborative tool to share success stories, questions.	Need help to integrate NIEM with our groups: FSAW, business owners, data owners
On what level is NIEM to be used?	We are engaged, but it is our partners who need to engage	Outreach to follow NEIM developers, community collaboration

How to integrate NIEM to EA tools? Purpose, objective	Keep the Web site updated for addition of new domains and associated COI.	Engage via the Web site, LinkedIn, and support desk
Face-to-face meetings	Regional conferences/seminars/or user group meetings for locals	Where are the NIEM standards that agencies need to follow? Are there certain technologies a new project must follow so they are easily part of NIEM?
What is the relationship between NIEM and UCORE?	Need to enhance NIEM UCORE collaboration	Policy needs to be aligned first
Is NIEM mandated by OMB?	Where is training being rescheduled?	Domain-specific newsletters
More open participation in and between domains. How do people begin contributing?	Need to assess and score IEPDs.	NIEM training online is very helpful.

Practical implementation training is critical	Call-based help desk capability	More outreach to state government.
Company line for NIEM—what is it and what is it not?	IJIS weekly Digest Model works	Need to link help desk to IEPD clearinghouse
Need a moderate discussion forum	Implementing NIEM with federal money	Success is correct and valid data modeling storage-->IEPD-->Sys
Online recidivist model to see who is working successfully with NIEM	Domain-focused meetings	Baltimore conference was great!
Collaborative tools for community (wiki)	Need a NIEM wiki	NIEM needs better outreach about what's there (Web site)

Need to determine the difference between COI and domain	Package-based presentation for NIEM intro/business case to nondomain locals	Performance metrics ties to OMB300. Need to be visible continuously at a senior level
Need real selling points and material to engage the level of management that control funding	LinkedIn discussion groups are effective	NIEM Web site needs more success/lessons learned.
Some folks I have referred found the newsletter, but the e-mail sign-up was harder to find.	Need explicit references in local, state, and federal agencies	Steering committee advisory committee data stewards not yet engaging
Outreach PR less IT more function	Best way to engage NIEM is to know someone.	Some of the links are outdated on the Web site
USDA has not yet determined whether or how to engage NIEM. Start up help team.	Need to better understand the strategic direction of NIEM to develop new communities	Publish guidance on how to get engaged on the Web site. Make it clear to them what their initial steps are.

There is no collaboration forum for groups to collectively build IEPDs	Need Web 2.0 collaboration on NIEM Web site	Provide help with classification and policies for sharing data/data exchange.
Need outreach to other standards bodies to promote operability	Able to refer people to neim.gov where content is great. Update some of committee governance references.	Introduce NIEM certification
911 alarm standard—great example Richmond, VA	Need to understand who to contact re: common semantics for overlapping data across non-NIEM domains	Identify key organizations that care about NIEM stakeholding
NOAA doing great job with CAP=severe weather alert	Where is DOT in NIEM?	Web site should provide ways to engage NIEM based on profile: tool vendor, consultant, software vendor.
How are you engaging organizations that do not know about NIEM?	No full-time staff limited	NIEM drill bit (tool) versus hole (solution)

Political crap between famous government groups—NIEM, ucore, csissp	Need standard document to process with SLA for changing NIEM model	Need better warp show to value of using NIEM
Why doesn't NIEM have a full-time executive director?	Town hall is a good start! How will you follow up?	Continue current partnership
NIEM benefits are not well-known.	A key role ,especially in the CAD and RMS world of law enforcement	Need a 1-hour presentation (CBT?) to introduce NIEM to people in a semitechnical way.
NIEM currently defines the data nouns. We need standards or examples of the verbs. How does the information get exchanged?	Hold more seminars with agenda	Priority development—not project management
Implementation focus!	Use collaborative technologies,not hierarchical approach	The goals that motivate the NR are not clear. Some are for easier understanding of the IEPD, but none of them promote interoperability between IEPDs

Or are there other requirements the NDR is trying to implement?

Show benefits to wide audience outside traditional organizations.

NIEM outreach program—pick someone to make a model

Topic 2 Questions:

1. Where should NIEM be playing where it isn't yet today?

2. What are ways or places that you or your organization would like to see NIEM evolve in the future?

3. What are ways in which you expect the program to expand?

4. How can NIEM best expand to meet the needs of your organization?

The scope of NIEM does not cover DoD vocabulary	Domain space-cloud computing management and data exchange (public/private)	Need to look more broadly at international engagement—rapidly becoming a requirement
Yes!	External standards promotion	Don't just focus on data vendors and tools—look to other parts of industry, those who ultimately build the systems that use the tools/data

Domain for RFP/Q/I (acquisition)	NIEM should be referenced by data.gov submissions or noted that no vocabulary existed	Geospatial domain
Purchase and acquisition with real-time fulfillment	Evolve to a process for developing IEPDs for a wide range of tools individual public/private	Take a mission view, not a data view, when describing what NIEM is.
Vocabularies ontologism (RDF/OWL)	How does a federal PMO plan a full rollout of an exchange type, taking advantage of technologies that other feds may have already sponsored?	Acquisition review board and acquisition process. Any time someone is seeking to acquire a system for information exchange, they should automatically get pinged on NIEM.
Better tool support. Additional domains, better harmonization	Facilitate federal-driven standards initiatives by providing process, framework, and governance	Health, environmental
Will NIEM be providing a simple or enterprisewide toolset or service to facilitate NIEMification or information exchange?	1. Prescription monitoring 2. Financial processing health care 3. Commercial enterprise	International

Full solution and production organization	Need better definition of "program" versus NIEM spec	1. Fire EMS
4. More easy-to-use tools, maybe free	Need generalized model for shared situational awareness (more than exchange)	Look at commercial supply chains for good ideas (Wal-Mart)
Better harmonization principles	Maybe it does not need to expand?	Semantics
3. Validation for shared fields	Sometimes it is difficult to be everything to everyone. Stay focused on current domains	Expand to include health agencies
Infozen and IBM are doing some work with the fusion of Biom and Biog for ID management. The Biom specification seems to lag the Nist specification, for example	We would like to expand the "screening" domain to be more descriptive of threat assessments and fraud detection.	Don't expand at a rate faster than we can absorb.

Sensitive information sharing	More focus domain in justice	Messaging structure beyond IEPD spec.
First responders	How can intelligent agent technologies leverage NIEM for dynamic event management?	Need a NIEM champion in each agency/have a POC in each government agency
Transparency! Stimulus data?	HHS/Bioinformatics/CDC	More robust firearms information
DNA/biometrics/need robust	Share interest community distribution list	DOT
Implement wikis, IRC,etc.	More efficient tools—enterprise licensing of Altova	Demographic (census)

Possibly break out domains in smaller, more focused domains	Break Web site into different domains, communities of interest, to be more engaged	Weather data, natural disasters, government funding projects
Need a way to update model	Biological and epidemiology and health	Business case for now NIEM brings value across non-LE mission areas
Now: NIEM=IT not business. Future: expose potential NIEM=business	NIEM should aggressively push standard Web services. If they exist, people in other domains don't know	How should a domain deal with standards organizations that also exist?
How can NIEM ensure that new exchanges are using the most accepted standards?	How will integration of other schemas maintained by other organizations be planned and managed?	Are the focus groups for different functional areas?
Are the best practices for NIEM case studies to learn from?	Need diverse domain representation	Link clearinghouse to practiced use cases

Security models	Does NIEM PMO target domain areas? Or do we create them on the domain level?	Publish/reward highest NIEM-compliant implementation. 2010 NIEM awards
Education of exchange partners	Need to address envelope requirements	Provide funding "grants"
Is there an available roadmap plan for NIEM?	Support entire nuclear biological chemical message specification	Mental health data for law enforcement encounters
Expect search across domains	Show success models	Look at FEA and FSAM to see how NIEM could complement at CIO level, where data revise could be identified.
Subprojects and tools to support NIEM	HHS and transportation	Semantic integration

Help local government agencies integrate across a region	Share element popularity. 98% use fname versus 2% for full name	IEPD repository that can be used as NIEM
Make it international versus nations versus state	Develop a real core for potential core sharing (smaller)	NIEM PMO needs to reach out to other mission spaces/domains to interoperate and resolve differences in data definition
What adoption strategies exist for NIEM?	How are collaboration points being identified currently?	How can I determine what information exists that is not currently in the clearinghouse?
How can redundancy be reduced while different organizations are building their similar IEPDs?	New or better-defined standards	Need aggressive outreach to other domains
Need to enable inclusion of business roles	Application vendors need to be engaged	Share NIEM role models/create relevant samples. Blizzard 2010 data share

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| Minimize overlap between repositories | Budget formation line of business/transportation | Need juvenile and treatment data |
| Working with standards such as OASIS e-filing for state courts | Good outreach to other government agencies, but not so much with industry—consider industry consort like NCORE for an entry point | |

Topic 3 Questions:

1. What are the barriers to NIEM adoption in your organization or the organizations with which you work?

2. What are the common barriers that prevent organizations from implementing NIEM?

3. What are potential solutions in preventing those barriers?

4. How can the program better assist organizations when encountering such barriers?

Vendors may not want to change standard to adopt NIEM	Poor understanding of governance structure	Lack of full integration solution
Fit with current implementations	Grant funding would aid adoption for SLG	Inconsistency of NIEM message
NIEM needs to provide technical assistance	Complexity of NIEM model	NIEM model large for space. Difficult to understand

Inadequate education of executives and program managers	Education, money, tools	Implemented by partners
Help programmers and CIOs plan for NIEM and get included in budgets	Need more free training and techical assistance	No compliance or quality control management
Implementation should not be taxing	Need executives out front speaking at conferences.	Identify the benefit to the program incurring the cost. Identify incentives
Sponsor from agency CIO	Perception that modification of an exchange would require significant reprogramming effort and cost	State budgets, local budgets, economic restraints
"dot" triangle: .com, .gov, .edu (barrier)	Keep NIEM independent, not government jurisdiction, to attract commercial	Make it cool like phone applications.

Data modeling=barrier	Educate management—why should we use NIEM?	Will NIEM be sanctioned as an official standard?
Make NIEM user friendly	More focused outreach	Opening an easier process to an easier access to grant funds
Increase number of NIEM experts	Why should people adopt NIEM?	How do NIEM and ucore play together?
How will I know if NIEM will stay around?	Why should I watch my tongue when talking about ucore and NIEM integration?	How do legacy systems integrate NIEM with different stages of maturity?
Who owns the vocabulary—NIEM or individual organizations?	Limiting the vision of NIEM to only apply to information exchanges limits its acceptance	Determine incentive for development of NIEM

Break the policy roadblock	There should be a better way to annotate data mappings that excel	Do I have to post an IEPD on the Internet?
Technical barriers to get data without XML	Barriers: heavy language. Difficult to use inside any new or existing applications.	Decentralize security models
Steep learning curve	Current policies for use of NIEM are too weak and lack visibility	How does it help provide a value-added service to my agency?
Lack of voice as stakeholders on the NIEM committee	What are the benefits to agencies?	The perception that NIEM solves an EA problem—NIEM solves a business problem. This misperception attracts architects and does not attract business owners.
Lack of domains (barrier) IEPDs will grow more quickly if there is a domain to put them in.	Expand training and advisory services	Confusion on where to start with NIEM?

Mentoring program	Need a NIEM playground/test area	Need NIEM shirts, hats…an e-store
Put together online videos covering the various domains	Move NIEM to OMB?	Congressional awareness in English, not IT
Clients tied to other industry standard groups	How are we going to validate cross-organization fields?	Lengthy IEPD process (barrier)
Better training and tools	Top-down approach is too slow in state/local. Pick small challenges that can be funded on pilot basis with all work published so others can copy	Significant errors and omissions in NIEM. Emergency management is unusable
Science projects versus real implemented solutions	Technical leap	Lack of awareness and communication

There is a willingness to adopt NIEM but not the political path to engage with other COI, committees, etc. Is there a prescribed means to make sure the right groups are notified?

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User-friendly training for those who did not grow up with NIEM

$$$/Inadequate funding support

Topic 4 Questions:

1. How is a "successful adoption" of NIEM defined?

2. What are the performance measures or success criteria used to define such an adoption?

3. What would it take for you or the organizations with which you work to feel like you've successfully adopted NIEM?

4. How is "effective information sharing" defined by your organization?

Adoptions of IEPDs (not just developed)	Success=connection and sharing of information across agency lines	Business is drive for exchanges
New domains?	Performance measures—NIEM conformance certification, NIEM training certification, interagency information sharing, strong governance	Success: when assumed and not disclosed
Information is discoverable by those who need it (people use it!)	When you've done the second exchange—financial savings	Information is not hoarded. Measure: inverse of how many refuse sharing

Components that can be combined as services

Cross-organizational/fsltipp

Performance measures: How many people use NIEM? When the response is all-->then you're successful

Quality of information exchanged (usability)

Sharing information (4). You only enter information once

Increase NIEM budget and resources

When every exchange form federal, state, local, tribal, and territorial is using NIEM for their information exchange, then NIEM is successful

Information exchange in real time

Successful problem solutions/lives saved property protection

Based on a built-out arch, what percentage of interchanges are handled through NIEM?

1) High volume

Effective information sharing= secure shared situational awareness in near real time, presented in the context of the particular user

Success criteria: Incorporation/alignment of our data models with NIEM

Align NIEM IEPD lifecycle with SELC process

Need a formal definition for "NIEM-compatible" versus "NIEM-compliant" versus "NIEM-certified"

Compliance is not just verifying that an IEPD validates; that doesn't mean it works	Affordable, fast, precise, useful, delivered	Publish utilization and exchange rates (e.g., Google analytics)
What is effective information sharing?	Need a model of current information sharing used to show tangible improvements after adopting NIEM	Success=IEPD defined and in use!
It follows the rules	Success—it works and is fast	IEPDs that are actually implemented—not just developed
Clear cost/benefit measure (before and after)	Applies to products as well as schemas	Use of IEPDs for exchanges
NIEM levels 100% compliant, 80% compliant, 60% compliant , <60%	Some sort of certification similar to CMMI, etc.	NIEM compliance trademarked

How do we measure conformance?	Exchanges are completed "quickly"	NIEM is part of fabric—not special and viewed as difficult
Exchanges put into production	Data governance examples form NIEM PMO—help us work with our data stewards on ownership	Right information, right user, right time
What tools are available to sell NIEM?	Webcasts (online)	Can you identify cost avoidance impact of adopting NIEM?
An organization claims it in its policy	Built into enterprise architecture and business processes	More practitioner classes
Possibly include SME critique of IEPD or other artifacts on clearinghouse	Lowest effort and lowest cost for implementation	Successful adoption=interchange format of choice

Secondary reuse of an exchange	"Good performance" not well-defined; volume does not equal quality	Survey after six months of training to determine application
Training follow-ups. Did anything good come from it?	More implementation training, training around Web services	Training results in NIEM implementation
Demonstrating exchange success is the best measure	2) Percentage of information exchanges using NIEM	4) When they run their search and their data returns in the correct data returns across all systems
3) Ability to move the data containers around with all of the proper formality	Success criteria are new business capabilities and faster, cheaper implementations	NIEM in EA and used for all external exchanges
Rapid response—new adaptive information sharing interface can be deployed in 2 weeks?	Actual data is flowing using NIEM exchange schemas	Implementation in a system

System design—ID information exchanges—NIEM discussion	Connectivity: How many points connected to point via NIEM?	Certify vendors and incent them to write their RMS interfaces for a small fee as standard; versus now they charge exorbitant fees to connect at will
Level of adoption=organizations—believing in NIEM and principles under NIEM and enabling all new exchanges using NIEM as such	Creation of an overall dashboard to show executives the current usage and any other available stats to help promote to management	Successful=policy that all executives know of NIEM
Engage in full cycle for an IEPD. Full implementation	NIEM—not only required through policy but advocated by developers and vendors	Successful adoption should be maximum reuse of IEPDs with minimal customization
Success=information is easily accessible by all stakeholders in the domain coupled with interoperability	Effective information sharing=effective outcomes	Measures for success=common vocababulary, common systems, shared capabilities, and tool agnostic. Anyone can send data to anyone else regardless of system
Adoption of NIEM should be transparent. What people would see is easier, faster ability to move information between organizations	"Successful adoption" means that a business executive knows where his/her mission-data lives and how to change that to actionable B.I.	

Topic 5 Questions:

1. When do we consider the evolution of NIEM from XML Schema, such as RDF/OWL? What architectural components require maturity before tackling RDF/OWL?

2. When does NIEM need consider the following?

Identity and Access Management Architecture—Cyber Security Architecture—Web Services—Privacy Frameworks

3. Should interoperability testing be considered as a strategic item on the NIEM roadmap?

4. Other technology considerations for the future?

NIEM is already mature enough to tackle new interfaces; semantic Web is too unstructured.	NIEM interoperability testing should be part of enterprise testing	Do not get too tied to one, two, three different technologies
Interoperability must be included	Matching vocabulary tools	New ways to implement RDF-OWL
Revisit the governance principles that made EDIX12 such a reliable exchange for COIs	Need to be more stable for RDF/OWL	GFIPM pilot by PMO

Use NIEM to implement privacy policies	Cloud sharing	Information exchange at the data element level needs to be implemented now
Audit?	2) All, key cyber most important	2) As soon as possible. These are critical issues for implementation
Other data formats beyond XML	We should tag benefits as PII, or many other classifications	Interoperability is proof
What does this mean to someone who is planning programs?	Interoperability testing should be considered as a strategic item	Cyber should be first
Interoperability testing is key! Must be able to share with non-NIEM domains	Resolve conflicts with W3C/OMG/CIO council	Tackle RDF/OWL

I understand the value of Web services, but only see that it is a significant issue of a domain or organization level.	NIEM roadmap should be developed and published	What part of the enterprise solutions period is NIEM in?
Too soon for RDF. Users barely doing basic XML well.	What are NIEM implications of open-source intelligence?	PII model is an information and needs to be part of the model
Interoperability is vital!	Expanding the scope of NIEM to include service/application-level standards	Security has many dimensions; this should not be ignored by NIEM
RDF/OWL is a technology—use it when NEEDED	OWL/RDF not a replacement for NIEM	Approach NIMS staff center. They have experience and could provide process about interop testing
Better integration with other standards like SOA?	Is NIEM just technology or also deals with data? Who defines data?	How does this link with SOA?

Why move to RDF/OWL? What capability need would drive that? Is NIEM for building physical exchanges or for conceptual/logical modeling?	How can we integrate NIEM into our EA tools?	ID and access and security should be addressed ASAP
Open-source tools will foster greater advancement of NIEM exchanges	Dictionary formats/tools to support domain collaboration and IEPD development	Enable as an option but carefully. NIEM=foundation. RDF/OWL can "freeze ocean"
How to do interop testing?	Where are the boundaries for scope with role information/IA?	Resolving data interoperability concepts is methodologically similar to resolving cloud interoperability challenge.
Interop testing "NIEM play"	How to integrate NIEM with our SOA?	Certify IEPDs
Stay with XML	Implement single sign-on technologies	NIEM is just a data model, shouldn't need to consider these topics.

Security should be designed at the start	NIEM implementation steps and associated roadmap.	Need pilots, standards, models
No—will inhibit process	Yes!	Define NIEM conformance
IDM should be a strategic item	Expand NIEM to address social networking	NIEM should adopt a cyberdomain. NIEM should also have more focus on entity resolution
Leave security at its layer. We are overthinking	Need to start looking at semantic solutions now. Work with industry leaders to provide standards.	DOD doing OWL/RDF now
Stick with XML for now and be great!		

Topic 6 Questions:

1. What role does the vendor and the commercial community have in the future of NIEM?

2. What are ways of engaging these communities? Are there existing examples of such communities?

3. Does the program need a committee to manage vendor engagement? What might this look like?

4. Is there a method or process to gather tool input and govern the APIs for the NIEM tools architecture?

Use GTRI to gather APIs for tools arch.

Vendors are key to NIEM success

No committee to manage vendor engagement; use IJIS—already there

More training, input, standards vendors "real world"

4) Could be done through help desk knowledge base.

Finalize and publish a tool strategy

2) Engage vendor: Note training vendor, NIEM 100 gallery is a great idea	Need some form of vendor certification to ensure agency gets reputable vendor	More domains other than LE
Vendors need to embrace and drive NIEM through adoption of it within their products	Will NIEM provide standard set of tools? What is cost to each agency? Are tools standard?	"NIEM-sponsored" vendors
The valuable part of NIEM is the process, but it is long. Tools can facilitate easier development. Do the APIs really need governing?	Get feedback from OASIS and other global bodies	Deliver white paper case studies/demos to vendors' Web sites or forums
Yes, a committee approach at this point seems prudent	Without vendor adoption of NIEM, adoption would be limited	IJIS is good start for committee management. Need to ensure standardization
1) Amplify, extend 2) NIEM application list on-site 3) Sure—community of interest (stars)	Tribal? Public? International?	4) Yes, this is important to do especially as NIEM evolves

Impact and industry is huge	Some way to measure vendor and consultant quality control	Let the demand manage vendor engagement
Diversity vendor pool (include small dogs)	Working with vendors to establish business cases for NIEM conformance in COTS products.	3) Needs to be separate forum—maybe a means to support in a suborganization to federal government or stewardship ovas.
Work with the IAC for guidance or an existing government forum	Industry/regional user groups—do these exist?	APIs—best way to do this is to insist on public open standards in developer tools.
What about the public?	Learn from Wal-Mart	Learn from JISA
We see value for certification in NIEM standard for vendors and individuals	Real-time exchange on threats	Committee helpful to support this, but FAR too sensitive and harmful to the plethora of communities.

1) Peer to peer	OASIS is great place to reach vendor and XML facing folks	2) Great engagement of vendor community; this forum works well
Vendor community should definitely play a role. Government has too many GOTS/COTS installed to ignore industry. GSA/FSIO is good example, but may not be best model	Vendor: Adoption would ease user adoption	Industry is working on tools to develop ontologies
NIEM won't succeed if only government-developed organizations do NIEM. Most exchanges are done with COTS—community vendors	Engage the open-source committees	Yes, must have a committee to incent, motivate, and continue awareness to lower levels
Commercial vendors should fully support NIEM; engaging them will require financial reward; committee should include government NIEM and commercial	Dedicated committee for vendors and industry is a bad idea—need to involve them with all your committees	NCOIC provides an excellent access point to industry and a "neutral" environment for collaboration with both industry and government
Automation of common vocabulary development	Affinity groups/associations	Introduction today crossed vendor lines?

NIEM is in a unique position to sponsor/develop standards for tools and should drive this for data tools	3) Yes, combine industry/government	Engage with consortia for standards, not individual vendors to maintain neutrality
Vendors=too much focus on tools. Need nuture services	Vendors should have combination of incentive force to comply—like commercial communities' disincentives for not being standards-compliant	Use IJIS as interface to industry
Vendor support can accelerate NIEM adoption	Get people trained in NIEM	Big rule since they will build and implement